PROJECT MANAGEMENT APPRENTICESHIP AND MENTORING PROGRAM

APPRENTICE GUIDE – LEVEL 1

Developed by: NITAS ND Mentor Group
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The National
IT Apprenticeship
System

Table of Contents

INTRODUCTION

Welcome to the North Dakota Project Management Apprenticeship Program.

The North Dakota project management apprenticeship program is designed to provide training and mentorship for people entering the project management field. Our goal is to provide a positive learning and training experience for both the apprentice and the mentor. As they say, the best way to learn is to teach.

PROGRAM

We have chosen the National Information Technology Apprenticeship System (NITAS) workforce development program as a learning curriculum for project management. NITAS will serve to coordinate, validate, and document the progress of state information technology employees' mastery of project management. As you move through your project, you will step through a series of qualification cards (qual cards) that helps to ensure that you know and understand the project management process. Since projects are unique, there is no "one-size-fits-all" method of going about it. This program is designed to step you through most processes, whether your current project needs it or not, to ensure that you understand whether you will need to use the process on your following projects.

Getting Started

During your application process, you should have read the program guidelines document. It might be a good idea to refresh your memory by re-reading that document before starting out.

You should receive an e-mail informing you that you can begin using the Apprenticeship site found at http://itd.nitas.cc/app/login.html. This is the site where you will track your progress, upload documentation and is an excellent communications vehicle with your mentor.

Your mentor will schedule your kickoff meeting to discuss the program and his/her expectations. This may be the last meeting your mentor will schedule. The program is designed to be apprentice driven. This means that you are responsible to complete the objectives, complete assignments, schedule mentor sessions and present your documentation to your mentor showing that you have achieved the objectives for each qual card. Often a single document will complete several qual cards and can be presented at the same time.

This doesn't mean your mentor will not be available. If you have questions regarding any portion of the program, be sure to contact your mentor and set some time aside to review any concerns.

You should be prepared to spend additional time in completing the program. Not only will you need to complete each qual card and present them, you can expect to read a lot of background material. Two key documents are the North Dakota Project Management Guidebook (ND PMG), and the Project Management Body of Knowledge (PMBOK). Anticipate reading both of these documents to complete your qual cards.

Probation

If this is your first NITAS concentration, a 90 day probationary period will apply. At any time during the probationary period you may terminate the Apprenticeship Agreement without penalty by notifying the other party in writing. This cancellation must be approved by your supervisor.

Your performance in the program will be reviewed by your mentor prior to the end of the probationary period. Any probationary apprentice evaluated as satisfactory after a review of the probationary period will be given full credit for the probationary period. You will be granted any authorized credit for previous OJL, certification, hours of prior learning, and will continue in the program. Any probationary apprentice evaluated as unsatisfactory after a review of the probationary period will be scheduled for a consultation between the apprentice, his/her supervisor, the mentor, and the sponsor. A corrective action plan will be developed to guide the apprentice.

Requesting Prior Experience

As noted in the program guidelines, if you wanted previous experience to apply to the NITAS program, you should have submitted the request at the time of your application and furnished such records, affidavits, and other documents to substantiate the claim. Your request for credit will be evaluated and a determination made by the sponsor and assigned mentor during the probationary period when actual on-the-job and related instruction performance can be examined. Prior to completion of the probationary period, the amount of credit to be awarded will be determined after review of the apprentice's previous work and training/education record and evaluation of the apprentice's performance and demonstrated skill and knowledge during the probationary period.

The apprentice will utilize the appropriate NITAS Qual Card to request credit for work experience or education/training hours. A corresponding competency has been established to retain this information:

- Work experience should be collected using the PMI electronic application
    - [Project Management Professional (PMP) Application form](#)
    - [Certified Associate in Project Management (CAPM) Application form](#)
- At regular intervals, the apprentice should update the application and save the experience page to their personal network drive in an appropriate format (e.g. html, gif, jpg).
- Education/Training credit must be validated either by submitting the original certificate of completion, appropriate transcript, or training record on agency letterhead.
- Prior certification is typically validated by the NITAS administrators using a national database. However, ND apprentices may request credit for the ND ITD/Mayville State/PMI certification. The certification should be scanned into a PDF file for electronic retention.
- The apprentice should upload all aforementioned files to the corresponding competency in the NITAS Qual Card.

When scheduling a subsequent mentoring session, the apprentice should indicate the request for credit.

Qualification Cards (Qual Cards)

The primary guide for the apprenticeship program is the qual cards. Appendix A lists each level 1 qual card and provides some references to assist in completing the card. Be sure to contact your mentor with any questions you may have regarding the qual cards.

The mentoring process is broken into specific competencies that are required by the NITAS program for national certification. Each competency can be accomplished when following the ND Project Management Guidebook methodology. It has been noted that the order of the individual competencies and the order of the guidebook methodology are sometimes not synchronized. Therefore, the following processes will be utilized to verify and validate the NITAS competencies.

- Regular mentoring sessions will primarily focus on developing the "Do" and "Know" skills as an apprentice works toward the successful completion of each project stage. These sessions will be less formal and will not be concerned with signing-off specific competencies.

- Special mentoring sessions will be held at specific milestones in the project (e.g. stage gates) to review and sign-off those competencies which led up to the completion of that stage (for example: when the project plan is completed, and prior to beginning the

execution stage, a session would be held to review all initiation and planning related competencies).

- It is the primary responsibility of the apprentice to ensure that they have satisfied the intent of each "Do", "Know", and "Exit" criteria of a specific competency prior to requesting mentor verification of that component.

    o The apprentice will upload all required documentation for review prior to the mentoring session.

    o The apprentice will initiate and schedule all mentoring sessions. This will include time, date, type of session, areas to be discussed or reviewed, and expectations.

Aligning Qual Cards in MS Project

The MS Project schedule found in Appendix B shows how the qual cards may fit into your project.

APPENDIX A – QUAL CARD DETAILS

Qual Card Item Number: 1.1.1

Critical Work Function: Initiate, scope, and plan project

Competency:

Identify stakeholders, their objectives and gain their approval for the scope of work.

Know:

Explain why having clarity in objectives and stakeholder buy-in is important.

Do:

Interview key stakeholders and document their goals and objectives for the project. These objectives should relate to the project's mission, financial objectives and scope as well as schedule and cost constraints. Identify any conflicting objectives.

Exit:

Ensure that objectives are summarized clearly and unambiguously using a tools such as Excel or MS Word. Ensure that all issues related to project objectives are identified.

References:

- *ND Project Management Guidebook- http://www.state.nd.us/epm/resources/doc/guide.pdf*
  - Stakeholder Roles and Responsibilities
  - Chapter 3 – Project Planning
    - Section 3.2.2 Scope Definition
    - Section 3.2.7 Human Resources Planning
    - Section 3.2.8 Communications Planning
  - Chapter 4 – Project Execution and Control
    - Section 4.2.9 Execute Communication Plans

- *Project Management Body of Knowledge, 3rd Edition (PMBOK)*
  - Chapter 2 Project Lifecycle and Organization
    - Section 2.2 Project Stakeholders
  - Chapter 3 Project Management Processes for the Project
    - Section 3.2.2 Process Planning Group
  - Chapter 5 Project Scope Management
    - Section 5.2 Scope Definition
  - Chapter 10 Project Communications Management

- *North Dakota Enterprise Project Management Website*: http://www.state.nd.us/epm/

Qual Card Item Number: 1.1.2

Critical Work Function: Initiate, scope, and plan project

Competency:

Write a high level scope of work including justification, product description, major deliverables, success criteria, high-level time and cost estimates, assumptions, and constraints.

Know:

Describe what steps will be taken to create a document that accurately describes the product and project scope. Explain how conflicting scope objectives and issues will be identified and resolved.

Do:

Create a scope document, such as a Statement of Work (SOW) that provides: a) a high level product description including major product scope including items such as the project's final deliverables as well as the targeted features, functions, benefits and other high level success criteria of the project deliverable, and b) a high level description of overall project scope to be executed by the functional organizations that will be performing the work. The document should include high level time and cost estimates, assumptions and constraints.

Exit:

The Statement of Work document should be reviewed by a key stakeholder and receive approval. Significant scope issues should be identified and resolved.

References:

➢ *ND Project Management Guidebook- http://www.state.nd.us/epm/resources/doc/guide.pdf*
- o Chapter 2 Initiation
  - ▪ Section 2.1.5 Project Charter.
- o Chapter 3 Project Planning
  - ▪ 3.2.1 Scope Planning

➢ *Project Management Body of Knowledge, 3rd Edition (PMBOK)*
- o Chapter 4 Project Integration Management
  - ▪ Section 4.1 Develop Project Charter
  - ▪ Section 4.2 Develop Preliminary Project Scope Statement
  - ▪ Section 4.3 Develop Project Management Plan
- o Chapter 5 Project Scope Management
  - ▪ Section 5.2 Scope Definition

➢ *North Dakota Enterprise Project Management Website*: http://www.state.nd.us/epm/

Qual Card Item Number: 1.1.3

Critical Work Function: Initiate, scope, and plan project

Competency:

Refine business, functional and technical requirements with project stakeholders.

Know:

Explain the tools and techniques used for developing and documenting detailed business, functional and technical requirements.

Do:

Create a document that reduces a high-level product description to greater granularity indicating detailed business requirements and technical requirements of the final deliverable(s) to be turned over to the stakeholder (customer). Review and discuss the document with a key stakeholder(s).

Exit:

The development of the requirements document should reflect collaboration and contain the input of stakeholders. The document should receive sign-off and approval from stakeholders. Issues related to requirements identification should be tracked and resolved.

Reference:

- *ND Project Management Guidebook*
  - Chapter 3 Project Planning
    - Section 3.2.1 Scope Planning
    - Section 3.2.2 Scope Definition

- *Project Management Body of Knowledge, 3rd Edition (PMBOK)*
  - Chapter 5 Project Scope Management
    - Section 5.1 Scope Planning
    - Section 5.2 Scope Definition
    - Section 5.4 Scope Verification

- *North Dakota Enterprise Project Management Website*: http://www.state.nd.us/epm/

- *North Dakota Enterprise Project Management Requirements Analysis Whitepaper:* http://www.state.nd.us/epm/resources/doc/requirements-analysis.pdf

- *North Dakota Enterprise Project Management Requirements Analysis Template:* http://www.state.nd.us/epm/resources/doc/r-a-template.xls

Qual Card Item Number: 1.1.4

Critical Work Function: Initiate, scope, and plan project

Competency:

Create work breakdown structure (WBS) for the approved scope of work.

Know:

Explain the alternative strategies available for developing a WBS (e.g. by project phase or by deliverable)

Do:

Using a line item or graphical format create and document a WBS for a project. Review and discuss the WBS with a key stakeholder.

Exit:

Issues should be identified, and the WBS should receive sign-off and approval.

References:

- *ND PM Guidebook*
  - Chapter 3 Project Planning
    - 3.2.2 Scope Definition
  - Appendix II Project Plan
    - Project Plan Appendix V – Work Breakdown Structure (WBS)

- *Project Management Body of Knowledge, 3rd Edition (PMBOK)*
  - Chapter 3 Project Management Processes for a Project
    - 3.2.2 Planning Process Group
    - 3.2.2.4 Create WBS
  - Chapter 4 Project Integration Management
    - 4.2 Develop Preliminary Project Scope Statement
  - Chapter 5 Project Scope Management
    - 5.1 Scope Planning
    - 5.3 Create WBS

- *Project Management Institute – PMI Bookstore*
  - Practice Standard for Work Breakdown Structures; *PMI members may access the electronic version free of cost.*
    - ISBN: 1-880410-81-8

- *North Dakota Enterprise Project Management Website*: http://www.state.nd.us/epm/

Qual Card Item Number: 1.1.5

Critical Work Function: Initiate, scope, and plan project

Competency:

Identify the legal and contractual constraints on the scope of work

Know:

Describe the types of vendor contracts that are available (such as cost plus or fixed price). Explain the benefits of each.

Do:

In collaboration with a key stakeholder review a vendor contract that contains a project scope of work and company-specific provisions for doing business with vendors.

Exit:

Correctly identify contractual provisions within the vendor contract that are most important for removing or mitigating risks.

References:

➢ *ND Project Management Guidebook*
  o *Chapter 3 Project Planning*
    ▪ *3.2.11 Procurement Planning*
  o *Appendix II Project Plan Template*
    ▪ Procurement Management

➢ *Project Management Body of Knowledge, 3rd Edition (PMBOK)*
  o *Chapter 12 Project Procurement Management*
    ▪ 12.4 Select Sellers
    ▪ 12.5 Contract Administration

➢ *State Procurement Office* http://www.state.nd.us/csd/spo/

➢ *Information Technology Procurement Guidelines* http://www.state.nd.us/itd/planning/tech.html

➢ *North Dakota Enterprise Project Management Website*: http://www.state.nd.us/epm/

Qual Card Item Number: 1.1.6

Critical Work Function: Initiate, scope, and plan project

Competency:

Determine measures to track project progress and quality of work.

Know:

Correctly identify the attributes of good project performance measures.

Do:

Select a simple set of measures that will be used to track project performance on scope, schedule, cost, quality, and customer satisfaction throughout the project life cycle. Review these measures with a key stakeholder.

Exit:

Measures should be appropriate and cover the required dimensions of project performance.

Reference:

- ➢ *ND PM Guidebook*
    - o Chapter 3 Project Planning
        - ▪ 3.2.6 Quality Planning
    - o Appendix II Project Plan
        - ▪ Quality Management

- ➢ *Project Management Body of Knowledge, 3rd Edition (PMBOK)*
    - o *Chapter 4 Project Integration Management*
        - ▪ *4.3 Develop Project Management Plan*
    - o Chapter 5 Project Scope Management
        - ▪ *5.5 Scope Control*
    - o Chapter 6 Project Time Management
        - ▪ *6.6 Schedule Control*
    - o Chapter 7 Project Cost Management
        - ▪ *7.3 Cost Control*
    - o Chapter 8 Project Quality Management
        - ▪ *8.2 Perform Quality Assurance*

- ➢ *STD009-05 Project Management of Large Information Technology Projects*
  http://www.state.nd.us/ea/standards/standards/approved/std009-05.rtf

- ➢ *NDCC 54-59-23 – As it related to the reporting of cost and schedule variances*
  http://www.state.nd.us/lr/cencode/t54c59.pdf

- ➢ *North Dakota Enterprise Project Management Website*: http://www.state.nd.us/epm/

Qual Card Item Number: 1.1.7

Critical Work Function: Initiate, scope, and plan project

Competency:

Develop method and procedures to handle changes to the scope of work.

Do:

Under the supervision of a project stakeholder evaluate and authorize/reject a project "Change Order" submitted by a team member.

Know:

Correctly identify the steps of the organization's change control process. Explain why change control on projects is important.

Exit:

The evaluation of the change order should include an accurate assessment of the schedule, cost and risk.

References:

- *ND Project Management Guidebook- http://www.state.nd.us/epm/resources/doc/guide.pdf*
  - Chapter 3 – Planning
    - 3.2.12 Change Control and Issue Management Planning
  - Appendix I - Forms/Templates
    - Template J - Change Request Form
  - Appendix II - Project Plan
    - Integrated Change Control
    - Project Plan Appendix VI – Change Control Log

- *Project Management Body of Knowledge, 3rd Edition (PMBOK)*
  - Chapter 5 - Project Scope Management
    - Section 5.5 - Scope Control

- *North Dakota Enterprise Project Management Website*: http://www.state.nd.us/epm/

Qual Card Item Number: 1.2.1

Critical Work Function: Develop project schedule

Competency:

Break down the tasks in the WBS into task elements in order to estimate time and cost requirements.

Do:

Given a project WBS, identify the list of project tasks that are required to execute the project scope of work. Review the task list with a key project stakeholder.

Know:

Describe the concept of "rolling wave" planning and integrate that concept into the identification of tasks within the WBS structure.

Exit:

The task list should be adequately detailed and comprehensive.

References:

- ➢ *ND Project Management Guidebook- http://www.state.nd.us/epm/resources/doc/guide.pdf*
  - ○ Chapter 3 - Project Planning
    - ▪ Section 3.2.2 - Scope Definition
  - ○ Appendix II - Project Plan
    - ▪ Project Plan Appendix V – Work Breakdown Structure (WBS)

- ➢ *Project Management Body of Knowledge, 3rd Edition (PMBOK)*
  - ○ Chapter 5 - Project Scope Management
    - ▪ Section 5.3 - Create WBS

- ➢ *North Dakota Enterprise Project Management Website*: http://www.state.nd.us/epm/

Qual Card Item Number: 1.2.2

Critical Work Function: Develop project schedule

Competency:

Sequence task elements and identify dependencies, milestones and critical path.

Do:

Using an appropriate scheduling tool (such as M.S. Project) assign dependencies (i.e. predecessors and successors) to the identified tasks. Identify the critical path of the project.

Know:

Correctly define the meaning of the term "Critical Path" and explain why it is important.

Exit:

All tasks should linked using predecessors and successor relationships. The dependencies should be reviewed and checked.

References:

➢ *ND Project Management Guidebook- http://www.state.nd.us/epm/resources/doc/guide.pdf*
   o Chapter 3 – Project Planning
      ▪ Section 3.2.4 - Schedule Development

➢ *Project Management Body of Knowledge, 3rd Edition (PMBOK)*
   o Chapter 5 – Project Scope Management
      ▪ Section 5.2 - Scope Definition
   o Chapter 6 - Project Time Management
      o Section 6.2 - Activity Sequencing
      o Section 6.5 - Schedule Development

➢ *North Dakota Enterprise Project Management Website*: http://www.state.nd.us/epm/

Qual Card Item Number: 1.2.3

Critical Work Function: Develop Project Schedule

Competency:

Estimate the duration and effort for each task element and create task calendar.

Know:

Correctly identify the formula for computing expected task duration using the "three point estimate" approach.

Do:

Using the appropriate scheduling tool (such as M.S. Project) estimate the duration of tasks. Review the scheduled dates of tasks ensuring that required milestones and stakeholder objectives are satisfied.

Exit:

Correctly calculate the expected duration of a task using the "three point estimate" approach for at least one task. Ensure that stakeholder objectives are met by the schedule with issues resolved.

References:

➢ *ND Project Management Guidebook – http://www.state.nd.us/epm/resources/doc/guide.pdf*
  - Chapter 3 Project Planning
    - 3.2.4 Schedule Development
  - Appendix II Project Plan Template
    - Time Management/Schedule Control

➢ *Project Management Body of Knowledge, 3rd Edition (PMBOK)*
  - Chapter 6 Project Time Management
    - 6.2 Activity Sequencing
    - 6.4 Activity Duration Estimating
    - 6.5 Schedule Development

➢ *North Dakota Enterprise Project Management Website*: http://www.state.nd.us/epm/

Qual Card Item Number: 1.2.4

Critical Work Function: Develop Project Schedule

Competency:

Using WBS, task elements and calendar, estimate resource requirements including people, equipment, facilities, raw materials, and information.

Know:

Describe methods commonly used to estimate effort for tasks.

Do:

Describe the project tasks with team members and assign responsibilities. Estimate the required effort for each task and for each resource.

Exit:

Working with team members, create a resource loaded schedule that meets stakeholder requirements for scope, schedule and resource constraints.

References:

➢ *ND Project Management Guidebook – http://www.state.nd.us/epm/resources/doc/guide.pdf*
  o Chapter 3 Project Planning
    ▪ 3.2 Perform Planning Activities and Develop the Project Plan
    ▪ 3.2.4 Schedule Development
    ▪ 3.2.7 Human Resources Planning
  o Appendix II Project Plan Template
    ▪ Time Management/Schedule Control
    ▪ Human Resources Management

➢ *Project Management Body of Knowledge, 3rd Edition (PMBOK)*
  o Chapter 6 Project Time Management
    ▪ 6.3 Activity Resource Estimating
    ▪ 6.4 Activity Duration Estimating
    ▪ 6.5 Schedule Development
  o Chapter 7 Cost Estimation
    ▪ 7.1 Cost Estimating

➢ *North Dakota Enterprise Project Management Website*: http://www.state.nd.us/epm/

Qual Card Item Number: 1.2.5

Critical Work Function: Develop Project Schedule

Competency:

Adjust task calendar based upon team member and stakeholder input and approval

Know:

Describe the concept of resource loading a project schedule.

Do:

In collaboration with the performing organizations adjust the resource loaded schedule to account for resource limitations and other constraints. Adjust scheduled dates as required to achieve a challenging but achievable project finish date.

Exit:

The schedule should be iterated with team members until consensus is achieved. The schedule should meet stakeholder requirements and satisfy resource constraints. Obtain approval of the schedule from key stakeholders.

Reference:

- ➢ *ND PM Guidebook*
    - o Chapter 3 Project Planning
        - ▪ 3.2.4 Schedule Development
    - o Appendix II Project Plan
        - ▪ Human Resources Management

- ➢ *Project Management Body of Knowledge, 3rd Edition (PMBOK)*
    - o Chapter 6 Project Time Management
        - ▪ 6.3 Activity Resource Estimating
        - ▪ 6.5 Schedule Development

- ➢ *North Dakota Enterprise Project Management Website*: http://www.state.nd.us/epm/

Qual Card Item Number: 1.2.6

Critical Work Function: Develop Project Schedule

Competency:

Create charts, diagrams, and documentation that include quality criteria for each stage gate to communicate and manage the project.

Know:

Explain why having quality criteria is important for ensuring that work performed meets quality requirements.

Do:

Develop a list of quality criteria for each project phase or major milestone. The list should contain tangible sufficiency statements that indicate completion criteria of key project tasks, phases or milestones.

Exit:

Quality criteria should clear, actionable and testable.

Reference:

- ➢ *ND PM Guidebook*
  - o Chapter 3 Project Planning
    - ▪ 3.2.6 Quality Planning
  - o Appendix II Project Plan
    - ▪ Quality Management
- ➢ *Project Management Body of Knowledge, 3rd Edition (PMBOK)*
  - o Chapter 8 Project Quality Management
    - ▪ 8.1 Quality Planning
- ➢ *North Dakota Enterprise Project Management Website*: http://www.state.nd.us/epm/

Qual Card Item Number: 1.3.1

Critical Work Function: Determine Project Cost

Competency:

Using the estimated resource requirements and task calendar, estimate person hours and the cost for each element of the WBS.

Know:

Describe the principle of project cost accounts for each WBS element assigned to an accountable performing organization.

Do:

Estimate resource units and costs for each task in the project schedule. Estimate indirect (overhead) costs for the project.

Exit:

Review the budget with key stakeholders and receive approval.

References:

➢ *ND PM Guidebook*
  o Chapter 3 Project Planning
    ▪ 3.2.5 Cost Estimating and Budget Development
    ▪ Appendix II Project Plan
      • Cost Management/Budget

➢ *Project Management Body of Knowledge, 3rd Edition (PMBOK)*
  o Chapter 7 Project Cost Management
    ▪ 7.1 Cost Estimating

➢ *North Dakota Enterprise Project Management Website*: http://www.state.nd.us/epm/

Qual Card Item Number: 1.3.2

Critical Work Function: Determine Project Cost

Competency:

Identify skill requirements, sources (internal and external), and evaluate availability of personnel for each WBS

Know:

Describe the decision making process for choosing external versus internal resources. Describe organizational procedures necessary for contracting outside resources.

Do:

For each task in the project schedule list the skills and effort required to perform the scope of work. Identify sources (internal and external) and assess the availability of personnel. Identify and remove resource gaps.

Exit:

Ensure that resource gaps are removed and that firm commitments are secured from each required resource.

Reference:

- ➢ ND PM Guidebook
  - o Chapter 3 Project Planning
    - ▪ Section 3.2.7 Human Resources Planning
    - ▪ Section 3.2.11 Procurement Planning
  - o Appendix II Project Plan
    - ▪ Human Resources Management
    - ▪ Procurement Management Plan

- ➢ Project Management Body of Knowledge, 3rd Edition (PMBOK)
  - o Chapter 6 Project Time Management
    - ▪ 6.1 Activity Definition
    - ▪ 6.3 Activity Resource Estimating
    - ▪ 6.4 Activity Duration Estimating
  - o Chapter 9 Human Resource Management
    - ▪ 9.1 Human Resource Planning
  - o Chapter 12 Project Procurement Management
    - ▪ 12.1 Plan Purchases and Acquisitions

- ➢ *North Dakota Enterprise Project Management Website*: http://www.state.nd.us/epm/

Qual Card Item Number: 1.4.1

Critical Work Function: Acquire Resources

Competency:

Create organizational chart, list roles, responsibilities and reporting relationships and share with project team members and stakeholders.

Know:

Describe why formal responsibility assignment is important on a project.

Do:

Create the project responsibility assignment matrix. Communicate assignments to team members.

Exit:

Clearly communicate responsibility assignments to team members and resolve assignment issues.

Reference:

- ➢ *ND PM Guidebook*
  - o Chapter 3 Project Planning
    - ▪ 3.1.2 Orient new project team members
    - ▪ 3.2.7 Human Resource Planning
  - o Appendix II – Project Plan
    - ▪ Human Resource Management

- ➢ *Project Management Body of Knowledge, 3rd Edition (PMBOK)*
  - o Chapter 9 Project Human Resource Management
    - ▪ 9.1 Human Resource Planning

- ➢ *North Dakota Enterprise Project Management Website*: http://www.state.nd.us/epm/

Qual Card Item Number: PM 1.5.1

Critical Work Function: Control Project Changes

Competency:

Monitor and evaluate the project's progress with respect to milestones, budgets and timelines.

Do:

Collect and analyze project performance using simple measurement and variance analysis techniques. Highlight tasks that are underperforming and identify the responsible task owner.

Know:

Describe the concepts: of a) management by exception, b) accountability and c) corrective action.

Exit:

Review performance measures with a key stakeholder. Correctly identify tasks that are underperforming versus plan and identify appropriate corrective action strategies.

Reference:

- ➢ *ND PM Guidebook*
    - o Chapter 4 Project Execution and Control
        - ▪ 4.2.1 Manage Project Scope
        - ▪ 4.2.2 Manage Project Schedule
        - ▪ 4.2.4 Manage Project Budget
        - ▪ 4.2.6 Manage Change Control Process
    - o Appendix I
        - ▪ Template J – Change Request Form
    - o Appendix II Project Plan
        - ▪ Integrated Change Control
        - ▪ Project Plan Appendix VI – Change Control Log

- ➢ *Project Management Body of Knowledge, 3ʳᵈ Edition (PMBOK)*
    - o Chapter 4 – Project Integration Management
        - ▪ 4.4 Direct and Manage Project Execution
        - ▪ 4.5 Monitor and Control Project Work
        - ▪ 4.6 Integrated Change Control
    - o Chapter 5 – Project Scope Management
        - ▪ 5.5 Scope Control
    - o Chapter 6 – Project Time Management
        - ▪ 6.6 Schedule Control
    - o Chapter 7 – Project Cost Management
        - ▪ 7.3 Cost Control

- ➢ *North Dakota Enterprise Project Management Website*: http://www.state.nd.us/epm/

Qual Card Item Number: PM 1.5.2

Critical Work Function: Control Project Changes

Competency:

Conduct informal reviews of team performance.

Do:

Casually meet with team members to discuss the project performance. Listen to their concerns about the project.

Know:

Correctly describe the principle of "managing by walking around" (MBWA).

Exit:

Perform an MBWA exercise with a project team. Create a document summarizing the concerns of team members.

Reference:

- ➢ *ND PM Guidebook*
    - o Chapter 4 - Project Execution and Control
        - ▪ 4.2.5 Monitor and Control Risks
        - ▪ 4.2.6 Manage Change Control Process
        - ▪ 4.2.8 Manage Issues
        - ▪ 4.2.11 Manage the Project Team
    - o Appendix I
        - ▪ Template J – Change Request Form
    - o Appendix II Project Plan
        - ▪ Integrated Change Control
        - ▪ Human Resources Management
        - ▪ Risk and Issue Management – Issue Management Plan
        - ▪ Project Plan Appendix VI – Change Control Log
        - ▪ Project Plan Appendix VII – Risk Management Log
        - ▪ Project Plan Appendix VIII – Issue Management Log
- ➢ *Project Management Body of Knowledge, 3rd Edition (PMBOK)*
    - o Chapter 4 – Project Integration Management
        - ▪ 4.5 Monitor and Control Project Work
        - ▪ 4.6 Integrated Change Control
    - o Chapter 11 – Project Risk Management
        - ▪ 11.2 Risk Identification
- ➢ *North Dakota Enterprise Project Management Website*: http://www.state.nd.us/epm/

Qual Card Item Number: PM 1.5.3

Critical Work Function: Control Project Changes

Competency:

Examine, measure or test work products and results against predetermined quality benchmarks and quality methodology endorsed by organization, including user acceptance testing.

Do:

In collaboration with team members, examine, measure or test work products and results against pre-determined quality benchmarks. Identify areas of performance shortfalls and institute a process of corrective action.

Know:

Correctly describe why quality of project work products must be assessed in each phase of the project.

Exit:

Successfully perform a quality review for work products within a project phase. Highlight any work products that fail to meet quality standards.

Reference:

- ➢ *ND PM Guidebook*
    - o Chapter 4 Project Execution and Control
        - ▪ 4.2.3 Implement Quality Control
        - ▪ 4.2.6 Manage Change Control Process
    - o Appendix I
        - ▪ Template J – Change Request Form
    - o Appendix II Project Plan
        - ▪ Quality Management
        - ▪ Integrated Change Control
        - ▪ Project Plan Appendix VI – Change Control Log

- ➢ *Project Management Body of Knowledge, 3ʳᵈ Edition (PMBOK)*
    - o Chapter 4 – Project Integration Management
        - ▪ 4.5 Monitor and Control Project Work
        - ▪ 4.6 Integrated Change Control
    - o Chapter 8 – Project Quality Management
        - ▪ 8.3 Perform Quality Control

- ➢ *North Dakota Enterprise Project Management Website*: http://www.state.nd.us/epm/

Qual Card Item Number: PM 1.5.4

Critical Work Function: Control Project Changes

Competency:

Implement processes for identifying, detecting, documenting, approving and managing changes to project scope, schedule, and cost, including changes to resources, requirements, and configuration.

Do:

Re-baseline a project plan for a project that encounters unrecoverable problems or incurs significant changes in assumptions. Communicate the changes to team members and project stakeholders.

Know:

Accurately describe when project plan baselines should be changed. Identify techniques required to manage stakeholder expectations when it becomes necessary to change the project plan.

Exit:

Ensure that the re-baselining accounts for all required changes in scope, schedule and cost. Ensure that stakeholders and the team are formally notified of the change.

Reference:

- ➢ *ND PM Guidebook*
  - o Chapter Project Execution and Control
    - ▪ 4.2.1 Manage Project Scope
    - ▪ 4.2.2 Manage Project Schedule
    - ▪ 4.2.3 Implement Quality Control
    - ▪ 4.2.4 Manage Project Budget
    - ▪ 4.2.6 Manage Change Control Process
    - ▪ 4.2.9 Execute Communications Plans
  - o Appendix I
    - ▪ Template H – Project Status Report
    - ▪ Template J – Change Request Form
  - o Appendix II Project Plan
    - ▪ Scope Management
    - ▪ Time Management
    - ▪ Cost Management
    - ▪ Quality Management
    - ▪ Integrated Change Control
    - ▪ Communications Management
    - ▪ Project Plan Appendix VI – Change Control Log
- ➢ *Project Management Body of Knowledge, 3rd Edition (PMBOK)*
  - o Chapter 4 – Project Integration Management
    - ▪ 4.4 Direct and Manage Project Execution
    - ▪ 4.5 Monitor and Control Project Work
    - ▪ 4.6 Integrated Change Control
  - o Chapter 5 – Project Scope Management
    - ▪ 5.5 Scope Control
  - o Chapter 6 – Project Time Management
    - ▪ 6.6 Schedule Control
  - o Chapter 7 – Project Cost Management
    - ▪ 7.3 Cost Control
  - o Chapter 8 – Project Quality Management
    - ▪ 8.3 Perform Quality Control

- o Chapter 10 – Project Communications Management
  - 10.2 Information Distribution
  - 10.3 Performance Reporting
  - 10.4 Manage Stakeholders
- ➤ *North Dakota Enterprise Project Management Website*: http://www.state.nd.us/epm/

Qual Card Item Number: PM 1.5.5

Critical Work Function: Control Project Changes

Competency: Determine need for and enact preventative and corrective action to mitigate impact of changes to project scope, schedule and cost.

Do: Review the published change control procedures for the project.

Know: Describe why change control is important for successful project control.

Exit: Correctly identify when change control should begin during the project life cycle.

Reference:

➢ *ND PM Guidebook*
  o Chapter Project Execution and Control
    ▪ 4.2.1 Manage Project Scope
    ▪ 4.2.2 Manage Project Schedule
    ▪ 4.2.4 Manage Project Budget
    ▪ 4.2.6 Manage Change Control Process
  o Appendix I
    ▪ Template J – Change Request Form
  o Appendix II Project Plan
    ▪ Scope Management
    ▪ Time Management
    ▪ Cost Management
    ▪ Integrated Change Control
    ▪ Project Plan Appendix VI – Change Control Log

➢ *Project Management Body of Knowledge, 3rd Edition (PMBOK)*
  o Chapter 4 – Project Integration Management
    ▪ 4.4 Direct and Manage Project Execution
    ▪ 4.5 Monitor and Control Project Work
    ▪ 4.6 Integrated Change Control
  o Chapter 5 – Project Scope Management
    ▪ 5.5 Scope Control
  o Chapter 6 – Project Time Management
    ▪ 6.6 Schedule Control
  o Chapter 7 – Project Cost Management
    ▪ 7.3 Cost Control

➢ *North Dakota Enterprise Project Management Website*: http://www.state.nd.us/epm/

Qual Card Item Number: PM 1.6.1

Critical Work Function: Manage Project Risk

Competency:

Implement contingency plans for each risk.

Do:

Review a risk management plan for a project. Identify the contingencies.

Know:

Correctly describe how contingency plans reduce risks on projects.

Exit:

Develop a contingency plan for a project risk. Review the plan with a key stakeholder.

Reference:

➢ *ND PM Guidebook*
  o Chapter 3 Project Planning
    ▪ 3.2.9 Risk Management Planning
  o Chapter Project Execution and Control
    ▪ 4.2.5 Monitor and Control Risks
    ▪ 4.2.9 Execute Communications Plans
  o Appendix II Project Plan
    ▪ Risk Management and Issue Management
    ▪ Communications Management
    ▪ Project Plan Appendix VII – Risk Management Log

➢ *Project Management Body of Knowledge, 3rd Edition (PMBOK)*
  o Chapter 11 Project Risk Management
    ▪ 11.5 Risk Response Planning
    ▪ 11.6 Risk Monitoring and Control
  o Chapter 10 – Project Communications Management
    ▪ 10.2 Information Distribution

➢ *North Dakota Enterprise Project Management Website*: http://www.state.nd.us/epm/

Qual Card Item Number: PM 1.6.2

Critical Work Function: Manage Project Risk

Competency:

Monitor risks that could adversely affect project's progress and quality of work products.

Do:

Review the list of risks for a project with team members. Identify which risks (if any) have materialized. Assess the impact of the risks that have materialized.

Know:

Be able to determine when a risk has materialized and when mitigation/corrective action is required.

Exit:

Identify an appropriate response to a risk that has materialized.

Reference:

- *ND PM Guidebook*
  - Chapter Project Execution and Control
    - 4.2.5 Monitor and Control Risks
  - Appendix II Project Plan
    - Risk Management and Issue Management
    - Project Plan Appendix VII – Risk Management Log

- *Project Management Body of Knowledge, 3ʳᵈ Edition (PMBOK)*
  - Chapter 11 Project Risk Management
    - 11.6 Risk Monitoring and Control

- *North Dakota Enterprise Project Management Website*: http://www.state.nd.us/epm/

Qual Card Item Number: PM 1.6.3

Critical Work Function: Manage Project Risk

Competency: Select, gain support from team members and stakeholders, and select, gain support from team members and stakeholders, and implement strategies to manage risk.

Do: Review a risk management plan with team members and assess the status of risks.

Know: Describe the best ways to communicate the status of risks to stakeholders and team members.

Exit: Ensure that a responsible team member takes corrective action to mitigate a risk that has materialized. Communicate the status of risks to key stakeholders.

Reference:

➢ *ND PM Guidebook*
  o Chapter Project Execution and Control
    ▪ 4.2.5 Monitor and Control Risks
    ▪ 4.2.9 Execute Communications Plans
  o Appendix II Project Plan
    ▪ Risk Management and Issue Management
    ▪ Communications Management
    ▪ Project Plan Appendix VII – Risk Management Log

➢ *Project Management Body of Knowledge, 3rd Edition (PMBOK)*
  o Chapter 11 Project Risk Management
    ▪ 11.6 Risk Monitoring and Control
  o Chapter 10 – Project Communications Management
    ▪ 10.2 Information Distribution

➢ *North Dakota Enterprise Project Management Website*: http://www.state.nd.us/epm/

Qual Card Item Number: PM 1.7.1

Critical Work Function: Execute and Close Project

Competency: Manage the relationship with the client and stakeholders.

Do: Ensure that a responsible team member takes corrective action to mitigate a risk that has materialized. Communicate the status of risks to key stakeholders.

Know: Accurately identify the elements of a comprehensive project status report.

Exit: Accurately describe the project performance and highlight areas of underperformance and risk. Describe corrective actions that are underway.

Reference:

- *ND PM Guidebook*
    - o Chapter Project Execution and Control
        - 4.2.5 Monitor and Control Risks
        - 4.2.9 Execute Communications Plans
    - o Appendix H – Project Status Report
    - o Appendix II Project Plan
        - Risk Management and Issue Management
        - Communications Management
        - Project Plan Appendix VII – Risk Management Log

- *Project Management Body of Knowledge, 3rd Edition (PMBOK)*
    - o Chapter 11 Project Risk Management
        - 11.6 Risk Monitoring and Control
    - o Chapter 10 – Project Communications Management
        - 10.2 Information Distribution
        - 10.3 Performance Reporting

- *North Dakota Enterprise Project Management Website*: http://www.state.nd.us/epm/

Qual Card Item Number: PM 1.7.2

Critical Work Function: Execute and Close Project

Competency: Administer vendor, consultant, and outsourcing service contracts and oversee their performance.

Do: Working in collaboration with the performing organizations, provide oversight to vendors, consultants and outsourcing services to ensure conformance to the contracts. Identify performance variances and secure corrective actions as required.

Know: Describe the key elements of contract administration.

Exit: Accurately assess the performance of the vendor.

Reference:

➢ *ND PM Guidebook*
   o Chapter 4 Project Execution and Control
      ▪ 4.2.3 Implement Quality Control
   o Appendix II Project Plan
      ▪ Procurement Management

➢ *Project Management Body of Knowledge, 3rd Edition (PMBOK)*
   o Chapter 12 Project Procurement Management
      ▪ 12.5 Contract Administration

➢ *North Dakota Enterprise Project Management Website*: http://www.state.nd.us/epm/

Qual Card Item Number: PM 1.7.3

Critical Work Function: Execute and Close Project

Competency: Provide feedback to team members and stakeholders about progress and performance.

Do: Review the appropriate performance metrics of a project team member. Assess the performance against established standards or benchmarks. Provide verbal and written feedback to the team member.

Know: Describe appropriate techniques for giving feedback to team members.

Exit: The feedback provided should be consistent with actual project performance and based upon project facts.

Reference:

➢ *ND PM Guidebook*
- o Chapter 4 Project Execution and Control
  - ▪ 4.2.11 Manage the Project Team
- o Appendix II Project Plan
  - ▪ Human Resource Management

➢ *Project Management Body of Knowledge, 3rd Edition (PMBOK)*
- o Chapter 9 Project Human Resource Management
  - ▪ 9.4 Manage Project Team

➢ *North Dakota Enterprise Project Management Website*: http://www.state.nd.us/epm/

Qual Card Item Number: PM 1.7.4

Critical Work Function: Execute and Close Project

Competency: Manage issues (e.g., use of issue log) and take corrective action when team members fail to meet deadlines, remain within budget, or perform at the required standard.

Do: Working in collaboration with team members, maintain a project issue log. Review issue log with the project team. Track the status and disposition of project issues and record in the issues log.

Know: Select and appropriately configure a simple issue log in a spreadsheet or database tool.

Exit: Demonstrate the ability to secure closure of an issue and record in the issue log.

Reference:

- ➢ *ND PM Guidebook*
    - o Chapter 4 Project Execution and Control
        - ▪ 4.2.8 Manage Issues
    - o Appendix II Project Plan
        - ▪ Risk and Issue Management
        - ▪ Project Plan Appendix VIII – Issue Management Log
- ➢ *Project Management Body of Knowledge, 3rd Edition (PMBOK)*
    - o Chapter 9 Project Human Resource Management
        - ▪ 9.4 Manage Project Team
    - o Chapter 10 Project Communications Management
        - ▪ 10.4 Manage Stakeholders
- ➢ *North Dakota Enterprise Project Management Website*: http://www.state.nd.us/epm/

Qual Card Item Number: PM 1.7.5

Critical Work Function: Execute and Close Project

Competency: Distribute project performance reports and information to stakeholders, customers, and team members in a timely manner.

Do: Analyze the project performance and summarize in a written status report narrative. Distribute the report to stakeholders and team members.

Know: Describe the table of contents for a status report narrative.

Exit: The report should summarize variances, corrective actions, issues, and risks for the dimensions of scope, schedule, cost and quality.

Reference:

- *ND PM Guidebook*
    - Chapter Project Execution and Control
        - 4.2.9 Execute Communications Plans
    - Appendix H – Project Status Report
    - Appendix II Project Plan
        - Communications Management

- *Project Management Body of Knowledge, 3rd Edition (PMBOK)*
    - Chapter 10 – Project Communications Management
        - 10.2 Information Distribution
        - 10.3 Performance Reporting
        - 10.4 Manage Stakeholders

- *North Dakota Enterprise Project Management Website*: http://www.state.nd.us/epm/

Qual Card Item Number: PM 1.7.6

Critical Work Function: Execute and Close Project

Competency: Review and approve attainment of project milestones.

Do: In collaboration with the project team and stakeholders conduct a phase exit or milestone review to assess completion of a phase or milestone.

Know: Create an appropriate agenda for the review meeting.

Exit: The meeting should demonstrate that sufficiency criteria have been met for phase/milestone completion.

Reference:
- *ND PM Guidebook*
  - Chapter 3 Project Planning
    - 3.3 Confirm Approval to Proceed
  - Chapter 4 Project Execution and Control
    - 4.3 Gain Project Acceptance
  - Chapter 5 Project Closeout
    - 5.1 Conduct Post Implementation Review

- *Project Management Body of Knowledge, 3rd Edition (PMBOK)*
  - Chapter 4 Project Integration Management
    - 4.7 Close Project

- *North Dakota Enterprise Project Management Website*: http://www.state.nd.us/epm/

APPENDIX B – MS PROJECT SCHEDULE

ID	ⓘ	Task Name	Duration	Start	Finish	Predece	Qual Card	Resource Names
1		Change Management Project (ITIL)	125.13 days	Mon 5/9/05	Mon 10/31/05			
2		Initiation	31.5 days	Mon 5/9/05	Tue 6/21/05			
3	✓	Draft Project Charter based on Incidence Mgmt	1 day	Mon 5/9/05	Mon 5/9/05			
4	✓	Project Kickoff	1 hr	Fri 5/13/05	Fri 5/13/05			
5	✓	ITIL Change Management Practitioner Training	3 days	Mon 5/23/05	Wed 5/25/05			
6	📋	Interview Internal Stakeholders	6.13 days	Fri 6/10/05	Mon 6/20/05		1.1.1	
14		Interview External Stakeholders	0.25 days	Mon 6/20/05	Mon 6/20/05		1.1.1	
19	📋	Stakeholder Objectives Matrix	4 hrs	Mon 6/20/05	Mon 6/20/05	6,14	1.1.1	
20	📋	Develop Requirements Document	4 hrs	Mon 6/20/05	Tue 6/21/05	19	1.1.3	
21	📋	Project Charter	2 hrs	Mon 6/20/05	Tue 6/21/05	20	1.1.2	
22		Planning	7.88 days	Tue 6/21/05	Fri 7/1/05			
23	📋	Work Breakdown Structure	1 day	Tue 6/21/05	Wed 6/22/05	21	1.1.4	
24	📋	Vendor Contract Identification/Preliminary Review	1 hr	Wed 6/22/05	Wed 6/22/05	23	1.1.5	
25	📋	Determine Project Progress/Quality Measures	4 hrs	Wed 6/22/05	Wed 6/22/05	24	1.1.6	
26	📋	Develop Change Order Methods/Procedures	2 hrs	Wed 6/22/05	Thu 6/23/05	25	1.1.7	
27	📋	Stakeholder Review Mtg	1 hr	Thu 6/23/05	Thu 6/23/05	21,20,2(	5, 1.1.6, 1.1.7	
28	✓📋	Project Organizational Chart	2 hrs	Thu 6/23/05	Thu 6/23/05	27	1.4.7	
29	📋	Project Schedule	3.38 days	Thu 6/23/05	Tue 6/28/05	28		
30	✓📋	Generate Task List from WBS	2 hrs	Thu 6/23/05	Thu 6/23/05		1.2.1	
31	✓📋	Sequence Tasks/Add dependencies/mark milestones	1 hr	Fri 6/24/05	Fri 6/24/05	30	1.2.2	
32	✓📋	Estimate task durations	1 hr	Mon 6/27/05	Mon 6/27/05	31	1.2.3	
33	📋	Skill Gap Analysis	1 day	Mon 6/27/05	Tue 6/28/05	32	1.3.2	
34	📋	Assign Resources	2 hrs	Tue 6/28/05	Tue 6/28/05	33	1.2.4	
35	📋	Quality Criteria	4 hrs	Tue 6/28/05	Wed 6/29/05	34	1.2.6	
36	📋	Project Responsibility Assignment Matrix	4 hrs	Wed 6/29/05	Wed 6/29/05	35	1.4.1	
37	📋	Project Team/Resources Team Mtg	1 hr	Wed 6/29/05	Wed 6/29/05	36	5, 1.2.6, 1.4.1	
38	📋	Project Budget	1 day	Thu 6/30/05	Thu 6/30/05	37	1.3.1	
39	📋	Stakeholder Mtg	1 hr	Fri 7/1/05	Fri 7/1/05	29,38	.5, 1.2.6, 1.4.	
40		Implementation	86 days	Fri 7/1/05	Mon 10/31/05	39		
41	📋	Setup Mechanism to Record Project Issues	2 hrs	Fri 7/1/05	Fri 7/1/05		1.7.4	
42	🔄	Weekly Project Team Meetings	80.13 days	Mon 7/11/05	Mon 10/31/05		1.5.1	
43	📊📋	Weekly Status Reports 1	1 hr	Mon 7/11/05	Mon 7/11/05		1.5.1	Twila Perhus
44	📊📋	Weekly Status Reports 2	1 hr	Mon 7/18/05	Mon 7/18/05	41	1.7.4	Twila Perhus
45	📊📋	Weekly Status Reports 3	1 hr	Mon 7/25/05	Mon 7/25/05		1.6.1	Twila Perhus
46	📊📋	Weekly Status Reports 4	1 hr	Mon 8/1/05	Mon 8/1/05		1.5.3	Twila Perhus
47	📊📋	Weekly Status Reports 5	1 hr	Mon 8/8/05	Mon 8/8/05		1.5.4	Twila Perhus

Page 1

ID	ℹ	Task Name	Duration	Start	Finish	Predece	Qual Card	Resource Names
48		Weekly Status Reports 6	1 hr	Mon 8/15/05	Mon 8/15/05		1.7.2	Twila Perhus
49		Weekly Status Reports 7	1 hr	Mon 8/22/05	Mon 8/22/05		1.5.5	Twila Perhus
50		Weekly Status Reports 8	1 hr	Mon 8/29/05	Mon 8/29/05		1.6.2	Twila Perhus
51		Weekly Status Reports 9	1 hr	Mon 9/5/05	Mon 9/5/05		1.7.3	Twila Perhus
52		Weekly Status Reports 10	1 hr	Mon 9/12/05	Mon 9/12/05		1.6.3	Twila Perhus
53		Weekly Status Reports 11	1 hr	Mon 9/19/05	Mon 9/19/05			Twila Perhus
54		Weekly Status Reports 12	1 hr	Mon 9/26/05	Mon 9/26/05		1.7.6	Twila Perhus
55		Weekly Status Reports 13	1 hr	Mon 10/3/05	Mon 10/3/05			Twila Perhus
56		Weekly Status Reports 14	1 hr	Mon 10/10/05	Mon 10/10/05			Twila Perhus
57		Weekly Status Reports 15	1 hr	Mon 10/17/05	Mon 10/17/05			Twila Perhus
58		Weekly Status Reports 16	1 hr	Mon 10/24/05	Mon 10/24/05			Twila Perhus
59		Weekly Status Reports 17	1 hr	Mon 10/31/05	Mon 10/31/05			Twila Perhus
60		**Project Status Reports**	**45.13 days**	**Thu 8/25/05**	**Thu 10/27/05**	**70**		
61		Project Status Reports 1	1 hr	Thu 8/25/05	Thu 8/25/05		1.7.1	
62		Project Status Reports 2	1 hr	Thu 9/15/05	Thu 9/15/05		1.7.5	
63		Project Status Reports 3	1 hr	Thu 10/6/05	Thu 10/6/05		1.7.3	
64		Project Status Reports 4	1 hr	Thu 10/27/05	Thu 10/27/05		1.7.6	
65		**Busines process review**	**8 days**	**Fri 7/1/05**	**Wed 7/13/05**			
66		Current State	3 days	Fri 7/1/05	Wed 7/6/05			
67		Future State	5 days	Fri 7/1/05	Fri 7/8/05			
68		Process Model	0 hrs	Fri 7/8/05	Fri 7/8/05	67		
69		Gap Analysis	3 days	Fri 7/8/05	Wed 7/13/05	68		
70		Process Implemenation and Embedding Strategy Doc	3 days	Wed 7/13/05	Mon 7/18/05	69		
71		**Tool Requirements Review**	**30 days**	**Fri 7/8/05**	**Fri 8/19/05**	**39**		
72		Requirements Analysis	5 days	Fri 7/8/05	Fri 7/15/05	68		
73		Tools Research	3 wks	Fri 7/15/05	Fri 8/5/05	72		
74		Contract Negotiatioin	2 wks	Fri 8/5/05	Fri 8/19/05	73		
75		Informal Adhoc Team Member Meetings	1 hr	Mon 8/8/05	Mon 8/8/05	47	1.5.2	
76		MBWA Document	4 hrs	Mon 8/8/05	Mon 8/8/05	75	1.5.2	
77		Procedures	2 wks	Mon 7/18/05	Mon 8/1/05	70		
78		Policies	2 wks	Mon 8/1/05	Mon 8/15/05	77		
79		Authority Matrix	1 wk	Mon 8/15/05	Mon 8/22/05	78		
80		Work Instructions	2 wks	Mon 8/22/05	Mon 9/5/05	79		
81		Tool Installation and Configuration	4 wks	Fri 8/19/05	Fri 9/16/05	74		
82		Reporting	2 wks	Fri 7/1/05	Fri 7/15/05			
83		Knowledge Transfer	2 wks	Mon 8/22/05	Mon 9/5/05	77,79		

ID	ⓘ	Task Name	Duration	Start	Finish	Predece	Qual Card	Resource Names
84		Training	2 wks	Fri 9/16/05	Fri 9/30/05	77,80,78		
85		**Closing**	**6 days**	**Fri 9/30/05**	**Mon 10/10/05**	84		
86		Lessons Learned Brainstorming Meeting	1 hr	Fri 9/30/05	Fri 9/30/05			
87		Lessons Learned Doc and Distribute	1 day	Fri 9/30/05	Mon 10/3/05			
88		Post Implementation Report	1 wk	Mon 10/3/05	Mon 10/10/05	87		